



# **NSPS Supervisor & Employee Workshop**

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*Surety, Readiness, Support*

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# Purpose

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*To provide supervisors and employees with a better understanding of what is expected of them during the NSPS annual appraisal cycle.*

***Flexibility...the key to NSPS***

# Overview

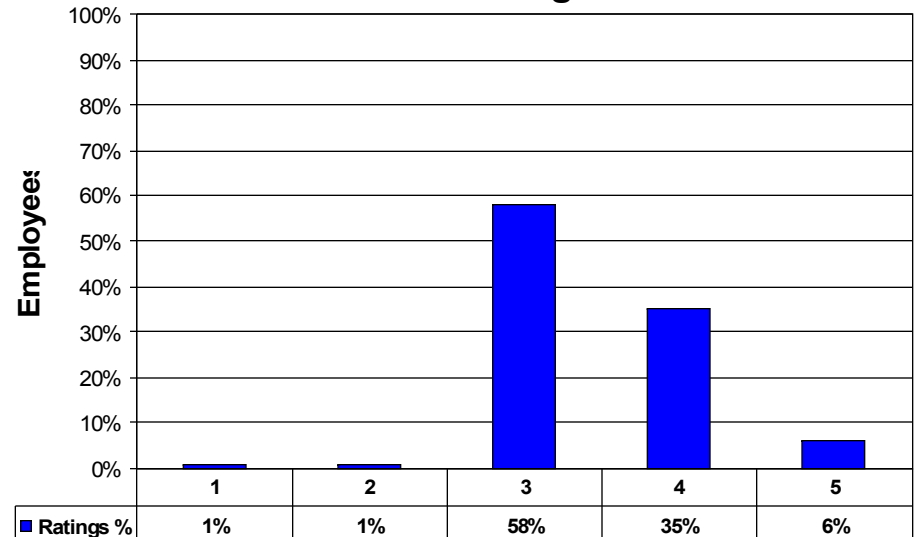
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- **NWC Pay Pool Results**
  - **Lessons Learned**
  - **Re-Visiting Job Objectives**
  - **Contributing Factors**
  - **Examples of job objective/employee assessment/supervisor assessment**
  - **iSuccess**

# 2007 Pay Pool Summary (NWC)

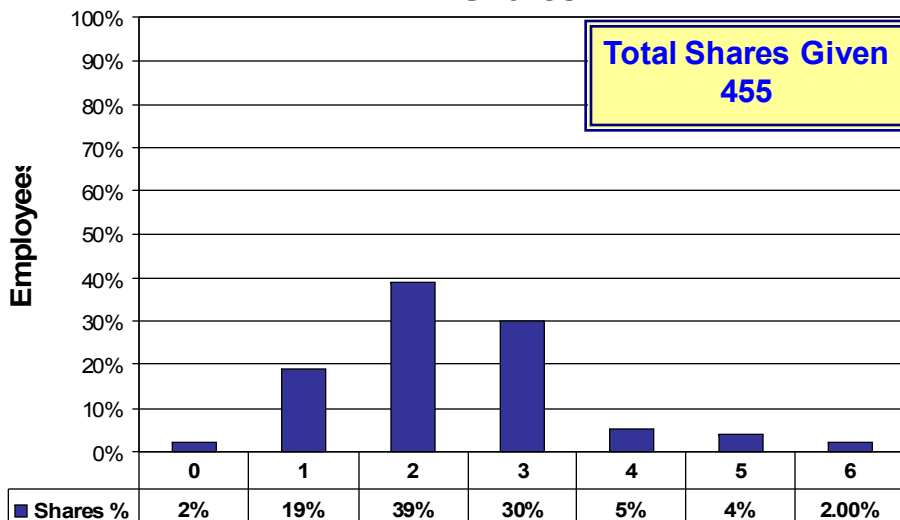
## Pay Pools

- Pay Pools – 3
- Employees – 207
- Base Salaries – \$13,065,908
  - Average Salary – \$63,427
- Pay Pool Funds – \$638,920
- Average Employee Rating – 3.44
- Average Shares Given – 2.37
- Average Share Value – 2.2462%
  - Average Performance Payout – \$3,362

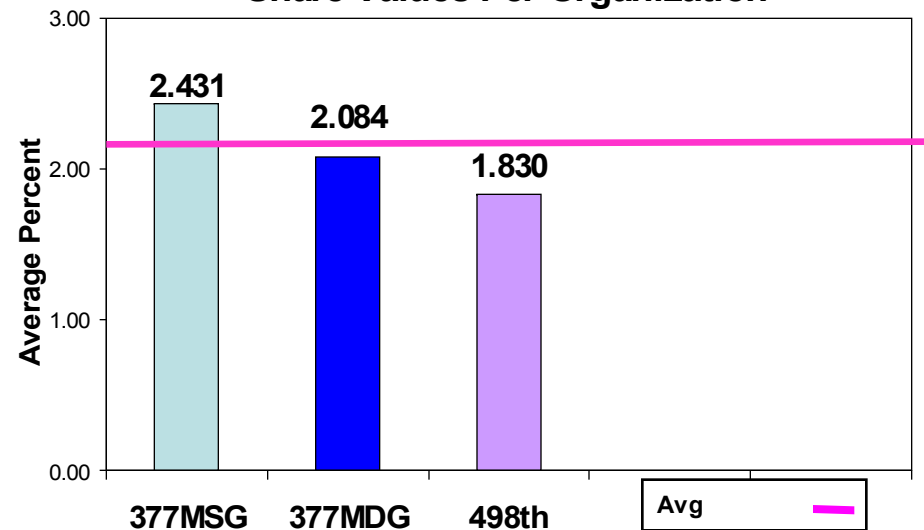
## Ratings



## Shares



## Share Values Per Organization

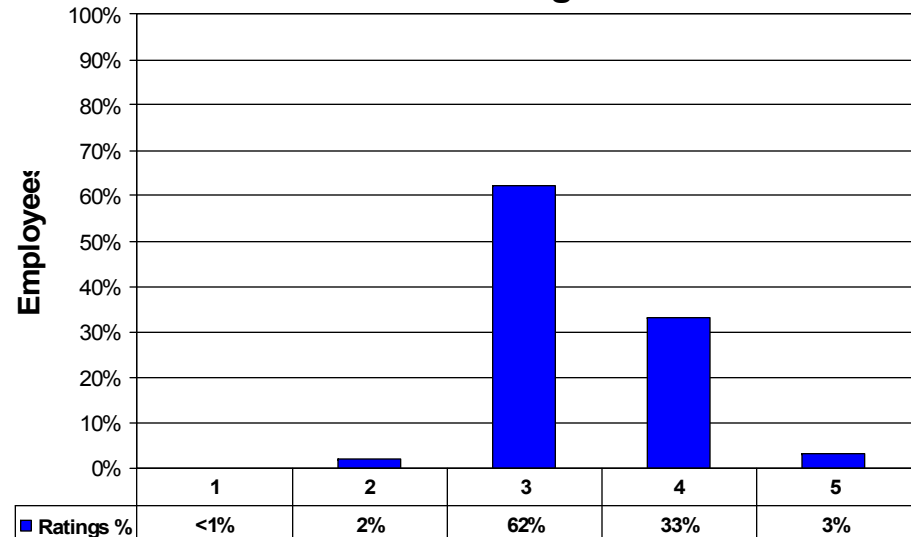


# 2007 AFMC Pay Pool Summary

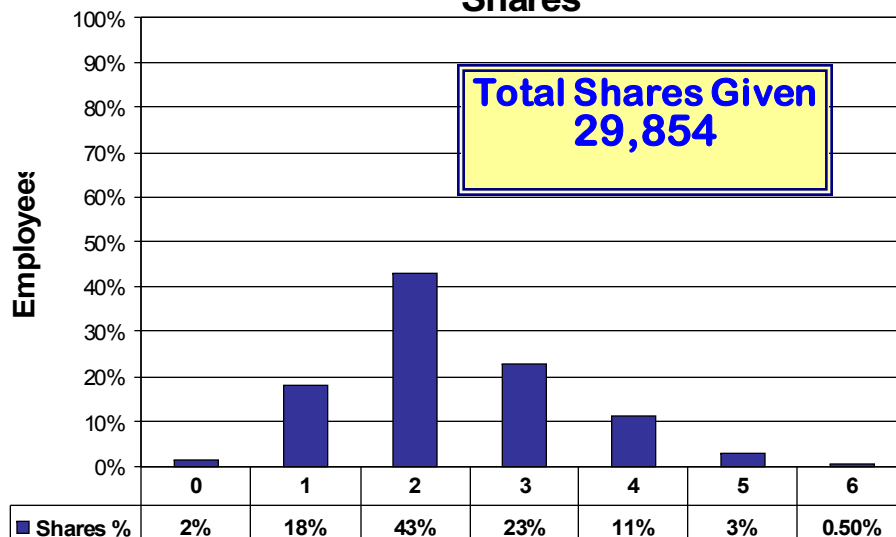
## Pay Pools

- Pay Pools – 95
- Employees – 12,841
- Base Salaries – \$902,494,364
- Average Salary – \$70,282
- Average Employee Rating – 3.37
- Average Shares Given – 2.32
- Average Share Value – 2.01%
- Average Performance Payout – \$3,275

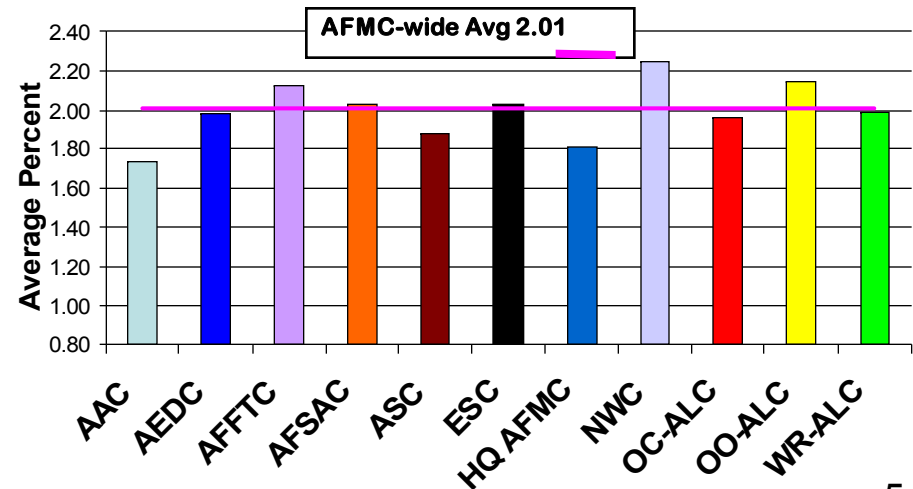
## Ratings



## Shares



## Share Values Per Center



# Pay Pool Lessons Learned

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- On the Employee Notices generated from the CWB, should include their Rating Official and Office Symbol on the form
- Once the PP Advisor pulls an extract and the pay pool meets, a new extract should not be pulled again—use the CWB as your configuration manager
- Majority of assessments did not adequately address a “+1/-1” for contributing factor impact
- Forwarding appraisals to the HLR/PPM at the last minute creates too many mismatches in CWB upload process
- Job Objectives still need work to be more specific; limit to no more than 3

# Pay Pool Lessons Learned

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- Ensure Pay Pools give rating officials an opportunity to reclama a changed rating
- Ensure assessments are grammatically correct and contain no spelling errors
- Level 3 Ratings need to have more than one line justification
- Rating officials do not need to repeat what employees wrote; however, they must validate
- Pay pool panel members should be fully aware and advocate for employees they represent

# Pay Pool Lessons Learned

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- Restate job objective title in assessment
  - Ensure assessment is written in bullet style using dash, no paragraphs
  - If contributing factor impacts job objective score, need to articulate in assessment
- Rating officials must clearly list “outputs”—focus on impact of results
- Need to limit contributing factors to 1 or 2
- Make sure job objectives follow SMART framework--some too broad
- Employee’s write-up is almost mandatory, so that employer can endorse their write-up and add the superlatives.  
Supervisor’s need to convey importance of employee write-up
- Do not write employee self-assessment in 3<sup>rd</sup> person
- All white space does not have to be filled--quality versus quantity

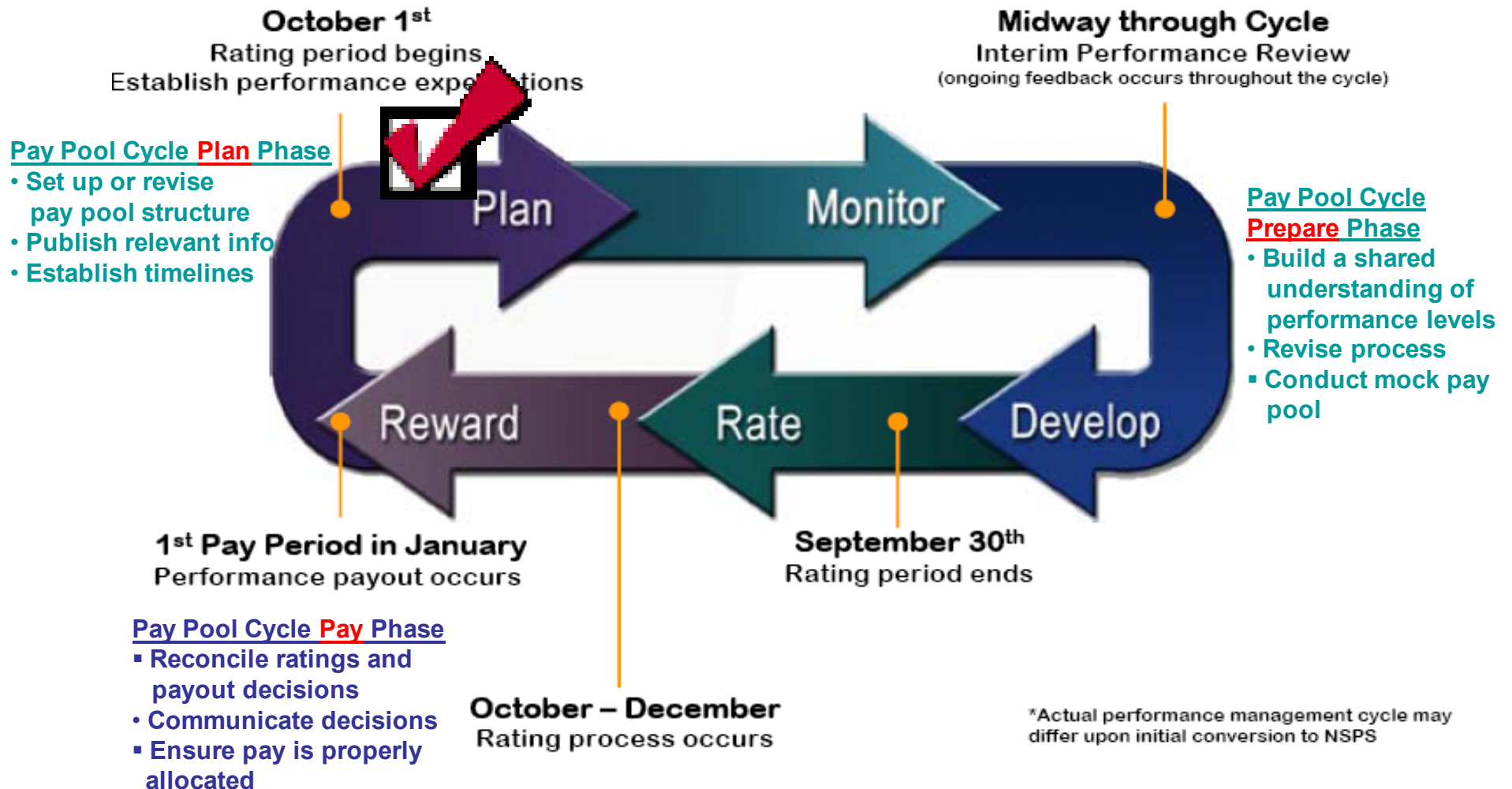


# Ground Rules for 377 ABW

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- **Use AFNWC and HQ AFMC Overarching guidelines**
  - <http://www.kirtland.af.mil/main/nsps.asp>
- **Limit Job Objectives (JO) to a total of 3**
  - Exceptions may be made for “unique” career fields
- **Contributing Factors**
  - At least one but no more than three
    - One or two is most effective
  - Leadership must be selected for Supervisory JOs
  - If CF is neutral, RO may but does not have to address in final assessment
  - If CF is +1/-1, RO must justify in the final assessment
- **Use a standardized supervisory job objective**
  - Minimum requirement for this JO
  - Rating Official can add to but not subtract from
  - Few exceptions to modify
- **If PP disagrees with Rating Official and returns appraisal, RO has 48 hours to provide additional justification to PP**

# Performance Management: 5 Phases



# Re-Visiting Job Objectives

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## Why Are Effective Job Objectives Important?

- Benefits associated with developing good job objectives
- Increases awareness of how your work supports overall departmental and organizational strategic initiatives and goals
- Provides a useful guide to assess your progress in meeting your job objectives
- Serves as part of the basis for determining your compensation at the end of the rating cycle
- Promotes communication and shared understanding between you and your supervisor about what is important in your organization and what is expected of you

# Job Objective Reminders

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- Job objectives differ from daily job tasks
- Good job objectives align with DoD's mission and organizational goals
- Best practice is to create 3 job objectives
- Performance Indicators have standardized descriptions to help identify appropriate levels of performance
- Contributing Factors emphasize behaviors critical to the accomplishment of the job objectives
- SMART provides an effective framework for creating well-written job objectives: Specific, Measurable, Aligned, Realistic/Relevant, and Timed

# How do I write a Job Objective?

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- **Identifying Major Categories of Work**
  - Think about the work you do over the course of a year
  - Cluster the duties, tasks, and activities you perform into 3-5 major categories of work
- **Translating Your Categories into Desired Results**
  - For each category of work, describe what you expect to achieve.
  - Ask yourself:
    - "What is important for me to accomplish in this area in the next performance year?"
    - "What would a finished work product for this category look like?"

**Remember: You and your supervisor need to discuss your objectives and reach a shared understanding**

# How Do I Write A Self-Assessment

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## “The STAR Approach”

**Situation** — describe the conditions under which you achieved your job objectives

**Task** — describe what you did during the year to create the results you achieved

**Activity** — include additional activities you completed that contributed to your results

**Result** — describe what you accomplished

# Guidelines for Writing Self-Assessments (Cont'd)

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- Restate your understanding of your job objectives
- Highlight your most significant achievements for the rating cycle
  - Use action words to describe what you did
- Make the connection between what you did and why that matters to your organization
- Cite instances where your actions or conduct exemplified your Contributing Factors
- Note challenges you faced and how you fared
- Address each job objective in your self-assessment
- Be concise and specific—you are highlighting the significant contributions you made, not reporting on your daily work activities

# Guidelines for Writing Self-Assessments (Cont'd)

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- Be specific when writing self assessment statements—do not leave it to others to presume your contribution
  - Poor Example: “I made six site visits during the rating period”
  - Good Example: “I made six site visits which resulted in better communications between our office and the field on the Keystone Project”, or
  - “I developed a new review procedure which was adopted by our division and has reduced the amount of time required to process contracts.”
- Describe what you did—not what was done by the entire team
- Use the Performance Indicator and Contributing Factor descriptors as a template/guidebook



# Contributing Factors

- Remember the contributing factors are the “how” you approach your work
- Contributing factors can adjust an initial job objective rating +1, -1, or 0 (no impact)
  - If job objective rating is adjusted +1 or -1 due to contributing factors:
    - Rating official must identify or articulate which contributing factor(s) affected the corresponding job objective rating, and
    - How/why they affected the rating in the assessment

Example #1: Contributing factor: Customer focus +1

Rater Assessment: Mr. Smith received numerous letters of appreciation from his customers during the assessment period.

Example #2: Contributing factor: Technical Proficiency -1

Rater Assessment: Although Ms. Wood completed her tasks, I had to spend a considerable amount of time in helping her analyze the data.

# Sample Job Objective with Employee and Rater Assessment (YC-3)

The following is for illustrative purposes only

Job Objective #1: Ensures compliance with AF Instructions, Tech Orders, security and other directives. Demonstrating a pattern of non-compliance resulting in higher management intervention for failure to comply with AF, Tech Orders or other directives could indicate less than satisfactory performance during the rating period. Documented instances where proactive involvement with directive requirement resulted in significant process improvements could indicate more than satisfactory performance. Every documented incident attributed to the employee will be corrected in the specified time established by management. No incidents of previously substantiated deficiency will be allowed during the rating period. Contributing Factors: Critical Thinking, Leadership

## Employee Self-Assessment:

- JO1. Ensured compliance with all AF Instructions and tech orders
- Reduced the response turnaround time to ACC on TO 25-XXX depot assistance request from 14 days to 10 days, resulting in additional aircraft availability to the warfighter
- Led YY organization's XYZ Aircraft Availability Improvement Program (AAIP), a transformation initiative of Enterprise Logistic 21st Century which was recognized by the National Quality Audit team as an Excellent program in ACFT Model
- Sought input from all stakeholders, providing monthly, quarterly, semi-annual and annual feedback on initiatives and progress as it related to AAIP

# Sample Job Objective with Employee and Rater Assessment (Cont'd)

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The following is for illustrative purposes only

## Rater Assessment:

- JO1. Ensures compliance with AF Instructions, Tech Orders, security and other directives
- Spearheaded initiative by leading organization in an unprecedented and complex improvement program which is now used for the Command and a model for the Air Force
  - Results from AAIP led to decrease of technical request flow days by 25%—recognized by National Quality Audit as Excellent program

# Sample of a Good Employee Self- Assessment (YC-3)

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The following is for illustrative purposes only

## Employee Assessment:

JO1 Lead analyst for AFMC Program Allocation & Control

- Led the AFMC team to implement 4200 PBD 720 cuts
- Addressed the hard-hitting reduction issues; career field sustainability, AEF/deployment impacts, political/emotional sensitive's and workloads transferred without growth.
- Prepared strategy briefings that were approved at the AFMC Council
- Captured and submitted to the AF corporate structure in the FY09 APOM the critical top 5 AF unfunded manpower requirements along with new missions
- Continue to be the manpower command lead for all the Base Realignment and Closure (BRAC) actions
- Command expert for the FYDP/manpower program/UMD
- NDAA 343 language provided opportunity to submit AFMC plan to AF to convert contract dollars to over 400 new civ auth with an annual savings of \$90M

# Sample of a Good Rater's Assessment (YC-3)

The following is for illustrative purposes only

## Rater's Assessment:

- JO1 Lead analyst for AFMC Program Allocation & Control
- Recognized as a leader and model manager across the AF!
  - Ensured AFMC records matched Congressional approved budget--led the team across the command that was required to implement OSD directed end strength reductions including: 3K+military and 1K+civilians reduced, realigned, and redistributed
  - Concur completely with self-assessment of the pivotal role employee played in AFMC-strategic decisions which included briefing the AFMC Council. All of these issues and decisions required clear, concise thought including:
    - Mission impacting reduction issues
    - AEF and GWOT end strength bills
    - Re-linking internal and external workloads transferred with manpower resources
  - Led the command and AF by devising/implementing NDAA 343 language—over 400 new civ auths and \$90M in savings over the FYDP

# Sample of Job Objective and Employee Assessment (YB-2)

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**JO#1 -- POSITION CONTROL** Establishes and maintains Federal Civil Service positions in the Defense Civilian Personnel Data System with an initial accuracy rate of 90% correctable to 100%. Receives Requests for Personnel actions, reviews for accuracy and adequacy, and processes and tracks actions through the Classification Section. Routine actions are typically complete within 3 calendar days and complex actions, including establishment of new positions, are ordinarily completed within 7 calendar days. Provides expert technical advice and guidance to internal and external customers on all Position Control functions with not more than two verified technical errors in any 30 consecutive-day period. Duties are carried out professionally with not more than two complaints each calendar quarter.

## **Employee's Assessment:**

- Independently handled over 350 Requests for Personnel Actions during the interim rating period
  - Positions established in DCPDS with accuracy rate in excess of 98%
  - Routine actions were accurately completed within 3 calendar days as required
  - Non routine actions were accurately completed within 7 calendar days as required.
- Provided expert technical advice and assistance to all customers in a timely and professional manner
  - There were no technical errors reported during the interim rating period and there were no complaints received
- Effectively completed job objective and work assignments overcoming significant manning issue as the result of a long term vacancy

## **CF / Technical Proficiency:**

- Applies knowledge to independently perform complex tasks

# Sample of Poor Job Objective and Employee Self-Assessment (YB-2)

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The following is for illustrative purposes only

Job Objective #1 – Lead Special Projects. Keep leadership informed of progress and problems. Recommend solutions or alternative approaches. Coordinate with appropriate internal and external contacts to accomplish assignments. Contributing factor: Technical Proficiency

## **Employee's Self-Assessment:**

- JO1. I was on the team which planned the annual regional directors' meeting.
- I discussed the hotel the room rates and availability of a meeting room.
- I drafted the meeting agenda which was approved by the Director.
- I arranged for guest speakers and assigned sponsors for each of them.
- I reviewed all materials prior to printing and arranged for reproduction.
- My boss told me I did a good job.

# Sample of a Poor Rater's Assessment (YB-2)

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The following is for illustrative purposes only

## Rater's Assessment:

- JO1. Employee met job objective. Concur with employee's assessment.



# Changes to NSPS Due to NDAA

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- **National Defense Authorization Act (NDAA) was signed by the President on 29 Jan 08**
- **Substantial changes to staffing/workforce shaping**
- **Reduction-In-Force (RIF) and Transfer of Function (TOF)**
  - NDAA removed all workforce shaping language
  - NSPS reverts to the 5 Code of Federal Regulations (CFR)
- **Referral of Candidates for External Hire**
  - NSPS allowed all qualified candidates to be referred in numerical rank/vet's preference
  - Under NDAA, referral and selection from the top 3 is required with vet's preference applied

# Changes to NSPS Due to NDAA

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- **Details**
  - Under NSPS, no action required for a detail unless crossing Component lines or from lower band to higher band
  - Under NDAA, personnel action required for ANY detail and limited to 120 day increments; extension in 120 day increments
- **NSPS employees with a rating above “unacceptable” will receive at least 60% of the annual GS General Pay Increase**
- **Exempted Federal Wage System employees**
- **Labor Management processes/provisions are now void**
  - AFMC will operate under current authorities governing adverse actions, appeals and labor-mgt relations
  - National level bargaining is allowed

# Need Help?

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## Visit AFPC NSPS


<http://ask.afpc.randolph.af.mil/nsps/default.asp?src=ql&prods3=915&prods2=328&prods1=99> for

## iSuccess:

- Web-based tutorial
- Videos
- Quick guides

**BACKUPS**

# Example of Action Words



Accelerate	Convert	Extract	Monitor	Report
Accomplish	Coordinate	Forecast	Motivate	Research
Achieve	Correct	Forge	Negotiate	Resolve
Acquire	Counsel	Form	Obtain	Review
Activate	Create	Foster	Operate	Revise
Adapt	Cultivate	Frame	Orchestrate	Revitalize
Administer	Decentralize	Galvanize	Organize	Revolutionize
Advance	Decrease	Hire	Originate	Save
Advise	Define	Implement	Perform	Schedule
Advocate	Demonstrate	Improve	Pioneer	Select
Analyze	Design	Increase	Plan	Settle
Anticipate	Determine	Initiate	Prevent	Simplify
Appoint	Develop	Inspect	Process	Sell
Appraise	Devise	Instigate	Procure	Solidify
Approve	Direct	Instruct	Produce	Solve

# Example of Action Words Cont'd



Arrange	Discover	Integrate	Program	Spearhead
Assess	Display	Interpret	Promote	Standardize
Audit	Document	Interview	Prove	Stimulate
Augment	Double	Introduce	Provide	Study
Author	Edit	Invent	Publish	Succeed
Avert	Employ	Investigate	Purchase	Supervise
Avoid	Enforce	Launch	Recommend	Support
Buy	Engineer	Lead	Recruit	Survey
Build	Ensure	Liquidate	Rectify	Systematize
Capture	Establish	Localize	Redesign	Teach
Centralize	Estimate	Locate	Reduce	Terminate
Champion	Execute	Maintain	Regulate	Test
Close	Exhibit	Manage	Reject	Tighten
Command	Expand	Market	Relate	Trade
Conceive	Expedite	Minimize	Renegotiate	Train
Control	Exploit	Modernize	Reorganize	Upgrade